

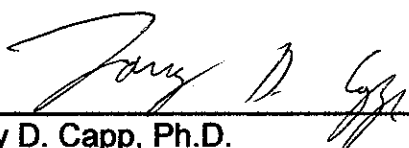


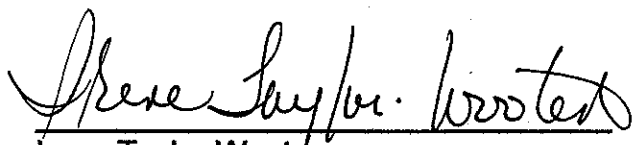
# **Office of Community Advocacy Business Plan**

**Fiscal Years: 2009 and 2010**  
(10/1/08 through 9/30/10)

**Plan Date: December 12, 2008**

Approved by:

  
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#### **DEPARTMENTAL PROFILE**

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#### **BUSINESS PLAN REPORT**

## **DEPARTMENT PURPOSE/MISSION**

The Office of Community Advocacy shares the responsibility for developing positive relationships among all groups to promote unity in Miami-Dade County with the assistance of religious, educational, political, and business groups. The Office provides administrative support to seven advisory boards and one enforcement board: Community Relations Board, Black Affairs Advisory Board, Hispanic Affairs Advisory Board, Asian American Advisory Board, Addiction Services Board (Justice Assistance Grant), Domestic Violence Oversight Board, Commission for Women and the Miami-Dade County Equal Opportunity Board, that collectively represent and advocate for the concerns of all residents. The Office enforces the County's anti-discrimination ordinance and resolves discrimination cases referred by the federal EEOC; administers the County's Goodwill Ambassador Program; provides oversight to one of the County's Domestic Violence Centers and the planning, design and construction of a second Domestic Violence Center. The Office also administers two federal grants.

The goal of the Office is to develop a cohesive community in which there is a common vision and a sense of belonging for all communities; the diversity of people's backgrounds and circumstances are appreciated and positively valued; people from different backgrounds have an equal opportunity to improve their lives; and strong, positive relationships are developed between people from different backgrounds in the workplace, in schools, and within neighborhoods.

As part of the Health and Human Services strategic area, the Office of Community Advocacy's eight boards contribute to policy formulation and legislative priorities in Miami-Dade County and ensure that the County's anti-discrimination ordinance is enforced. The boards are comprised of diverse volunteers with a wide range of experiences and professional backgrounds. The Office provides administrative support to the advisory boards with the mission of delivering excellent public service through coordination and alliances with public and private agencies to facilitate dialogue, acceptance, mutual respect, and understanding among all groups in our community. The Office of Community Advocacy's stakeholders include all residents of Miami-Dade County.

Additional departmental information can be found in the Departmental Profile (Attachment 1).

## **STRATEGIC ALIGNMENT**

- I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:
  1. Develop positive relationships among all groups to promote unity in Miami-Dade County (HH6)
  2. Promote independent living through early intervention and support services (HH3)

3. Empower the community by increasing communication and coordination with local, state, and federal entities (NU2)
4. Deliver on promises and be accountable for performance (ES9)

**II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:**

- 1.1. Improved community relations in Miami-Dade County
  - 1.1.a. Provide administrative support to the Community Relations Board, Asian American Advisory Board, Black Affairs Advisory Board, Hispanic Affairs Advisory Board, Commission For Women, Addiction Services Board, and Equal Opportunity Board (ongoing)
    - Conduct training/consultations with municipal community relations boards regularly (ongoing)
    - Conduct forums, workshops and advisory board signature events (ongoing)
  - 1.1.b. Administer the Goodwill Ambassador and Community Response Team Programs (ongoing)
    - Conduct twelve trainings of the County and municipal Goodwill Ambassadors to maintain readiness of response to appropriate events
    - Conduct four trainings of Community Response team to maintain readiness of response to appropriate events
  - 1.1.c. Implement a county-wide initiative that brings focus to community building multiculturalism, diversity and the principles of community cohesion (starts in FY08-09)
- 1.2. Increased access to full continuum of support services for targeted special populations, including sexual assault and domestic violence, immigrant and new entrant, mental health, homeless, substance abuse and recently released inmate services
  - 1.2.a. Provide advocacy, outreach, safe shelter, transportation, emergency financial assistance, emergency food and clothing to victims of domestic crimes and their families through a 501(c)3 provider (ongoing)
    - Ensure that operator of The Lodge (Domestic Violence Center) maintains requisite certifications for operation of the facility (ongoing)
    - Facilitate the effort to augment existing funds for the plan, design, and construction of a second Domestic Violence Center in southwest Miami-Dade County (ongoing)
    - Provide administrative support to the Domestic Violence Oversight Board (DVOB) (ongoing)
  - 1.2.b. Administer the Grants to Encourage Arrest program to enhance and expand protections for domestic violence victims and hold offenders accountable (ongoing)

**1.3. Strengthened bond between the community and Miami-Dade County**

**1.3.a. Implement the County's anti-discrimination ordinance and provide residents with a means to have discrimination cases heard and resolved through mediation where appropriate (ongoing)**

- Conduct Equal Opportunity Board discrimination hearings
- Mediate discrimination cases
- Complete discrimination investigations

**1.4. Achievement of performance targets**

**1.4.a. Conduct monthly performance reviews**

- Update ASE monthly
- Institutionalize performance management as a standard for all levels of department
- Ensure staff is familiar with and use ASE as a business tool
- Collaborate with other departments on cross-cutting strategic initiatives to ensure County goals are met
- Develop succession plan

## **PERFORMANCE MEASURES AND TARGETS**

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2008-09 and FY 2009-10 can be found in Attachment 2 – Business Plan Report.

## **CRITICAL SUCCESS FACTORS**

- 1. Maintenance of the eight advisory boards to serve as mediums for residents to consult with regarding issues impacting Miami-Dade County. Absence of the boards would impact the ability of policy makers and County administrators to transmit information regarding policies and programs that improve the quality of life for residents. The County would also lack advisory feedback with respect to matters pertaining to constituent communities.**
- 2. Increased visibility in the community as a resource and medium to present issues to the County is central to the department's ability achieve its objective of strengthening the bond between the community and Miami-Dade County government.**

3. Continued coordination with grassroots organizations, municipal government agencies and the media to increase public awareness and participation in community cohesiveness activities
4. Adequate advisory board membership levels and rapid appointment of vacant positions on the eight boards is critical to the ability of the department to support the boards in presenting policies, recommendations and programs to improve the quality of life for residents of Miami-Dade County.
5. Department's ability to continue implementation of the County's anti-discrimination ordinance through the investigation and mediation of discrimination cases not covered by the federal Equal Employment Opportunity Commission (EEOC). The absence of this activity would result in non-enforcement of the anti-discrimination ordinance.
6. Leveraged funding to facilitate the construction and operation of a second domestic violence center in the southwest area of Miami-Dade County. The absence of leveraged funding will result in the inability to construct and operate the direly needed domestic violence center for battered individuals. Further the existing northwest domestic violence center will be overburdened and unable to serve additional individuals needing shelter services.
7. The Department's ability to adapt and respond to dynamic events that occur in the community, particularly police use-of-force incidents. The lack of a quick coordinated response to calm community tensions could lead to escalated community protests and possible violence
8. Department's ability to apply for and receive grant funds to offset reduced general fund budgetary support for department operations and to maintain adequate staffing levels. The lack of augmented funding will further diminish the effectiveness of the advisory boards as a resource to the community and the elected policy makers.

### **3 to 5 YEAR OUTLOOK**

#### **Programs/Initiatives beyond FY2009-10:**

The Office has several initiatives required to achieve its strategic outcomes that will go beyond FY2009-10. Although we are at the initial planning and design phase of the second Domestic Violence Center, actual construction of the center is contingent on securing funds and leveraging them against Food and Beverage Tax revenue. The project is not anticipated for groundbreaking before FY2009-10. The DVOB may seek an increase in funds from the Food and Beverage Tax to support the construction and operation of domestic violence centers. We anticipate that the Miami-Dade County CRB will be the umbrella organization for training and consulting with several municipal and regional CRBs. The Office also anticipates receiving additional federal funds to expand its work on housing discrimination issues upon certification of the County's Fair Housing Ordinance by the U.S. Department of Housing and Urban Development (HUD). Legislative approval of ordinance amendments is required for HUD certification as substantially equivalent provisions. Additionally, the Equal Opportunity Board (EOB) members have endorsed a CAHSA recommendation to include "source of

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income" as a protected category in the Fair Housing Ordinance. It is expected that this amendment if approved, will increase the EOB division's work load of housing discrimination cases. The Office will propose amendments to ordinances to expand the membership of several advisory boards while maintaining diversity in membership and skill sets. Additionally, a plan is being developed to facilitate establishment of 501(c) 3 entities related to the advocacy boards to improve the ability of the Office to apply for and receive grant dollars to accomplish the objectives of the boards and fund positions that would otherwise be eliminated through the resource allocation planning process.

**Business Environment Impacts:**

A major impact to the business environment of the Office of Community Advocacy is economic slow down in the national and local economy. The fiscal challenges of the County will impact the Office of Community Advocacy as a County agency supported by the General Fund. Any funding reductions to the Office will result in layoffs of staff, thus significantly impacting the ability of the eight boards to effectively strengthen the bond between the community and Miami-Dade County government and improve community relations in Miami-Dade County.

**Anticipated Achievement of Milestones:**

The Office anticipates achievement of several milestones in the coming 3 to 5 year period. The identification of funds to leverage with the Food and Beverage Tax revenue dedicated for the construction and operation of a second Domestic Violence Center is anticipated during FY2009-10 and a significant portion of the planning and design of the Center should be completed by the end of that fiscal year as well. As the staff of the Office of Community Advocacy continue to provide technical support to municipal and regional CRBs countywide, it is anticipated that the Miami-Dade County CRB will bolster its position as the umbrella organization for training and support. The erection of the Julia Tuttle statute is expected to be completed between FY2008-09 and FY2009-2010.

The Office of Community Advocacy will work with the Department of Human Resources to develop an administrative leave policy that provides adequate incentive for employees to continue and increase their volunteerism with the Miami-Dade County Goodwill Ambassador Program. The Program is highly effective and achieves the Strategic Plan Outcome of Improving Community Relations in Miami-Dade County.

**Anticipated Obstacles or Threats:**

The absence of a long-term funding source to supplement the projected 20 year revenue stream to support the construction and operation of a second Domestic Violence Center poses a major threat to the project. Although there are adequate funds to construct a second facility, identification of funds to sustain operations beyond a 10 year period is critical to determining the feasibility of the project.

**Potential Legislative Changes or Mandates:**

It is not known whether further changes at the federal level will be implemented with regard to immigration policies such as the selective issuance of federal Temporary Protected Status

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(TPS), priorities for fairness and due process provisions in pending immigration reform legislation, economic and political shifts in the US and in the home countries of Miami-Dade County residents (i.e. the potential change in government of Cuba, violence around electoral processes in Haiti, Jamaica and other Caribbean countries). However, the advisory boards of the Office of Community Advocacy will continue to advocate for equity in immigration policies. If changes to immigration policies are not made to create more equity, the impact would be an increase in community tensions with possible demonstrations. Positive changes to equitably treat immigrants will have a stabilizing effect on community tensions. The advisory boards supported by the Office of Community Advocacy, particularly the Community Relations Board (CRB) are designed to be fluid, proactive, and responsive to the emerging needs of our diverse communities.

*Attachment 1*  
**DEPARTMENTAL PROFILE**

**Department Description**

The Office of Community Advocacy provides staff support to eight Commission-appointed boards, seven are advisory in nature and one is an enforcement board. The eight boards have a combined capacity of 167 members with 78% or 130 of the board positions filled. While each board serves as an advisory body to the Board of County Commissioners and the Mayor on specific constituent groups and issues, collectively the eight boards contribute to policy formulation and legislation while also influencing changes towards a more unified and cohesive community.

Several of the boards have additional charges for delivering service to the residents of Miami-Dade County. The Domestic Violence Oversight Board (DVOB) is charged with the mission to facilitate the construction and operation of Domestic Violence Centers. DVOB staff administers the Grants to Encourage Arrest Project (a pass-through grant). They handle programmatic and financial reporting, contracting with community partners, project operations and communications with U.S. Department of Justice on behalf of the County. This public/private partnership includes the MDPD Domestic Crimes Bureau, DHS Domestic Violence Intake Unit, Legal Aid of Miami, Florida Immigrant Advocacy Center, Women's Shelter of Hope and Victim Response, Inc.

The Equal Opportunity Board (EOB) is charged with implementing the County's Human Rights Ordinance as it pertains to employment discrimination throughout the County. The EOB, although not charged with the responsibility of handling EEOC cases, has a work sharing agreement whereby the EEOC defers certain cases of employment discrimination for investigation and mediation involving firms with 15 or more employees. The EOB unit currently contracts with the federal Equal Employment Opportunity Commission (EEOC) to handle discrimination cases that do not meet the threshold for processing by the federal agency. The Office will seek BCC approval in FY2008-09 for permission to contract with U.S. Housing and Urban Development (HUD) to investigate and mediate housing discrimination cases. This is a new service anticipated in FY2008-09 if the County and federal approval processes are not concluded prior to the end of the current fiscal year.

The Community Relations Board (CRB) has the special mission to intervene and contain as quickly as possible, community tensions to prevent crises from arising. The CRB maintains a staff that is available 24 hours a day to respond to appropriate situations and operates a Community Response Team for this purpose. As part of its proactive agenda, the CRB operates the Goodwill Ambassador Program which provides volunteers trained in customer service, conflict resolution, and crowd control techniques to assist in the management of appropriate situations. The Goodwill Ambassador Program was recognized in 2004 as an Achievement Award Winner by the National Association of Counties.

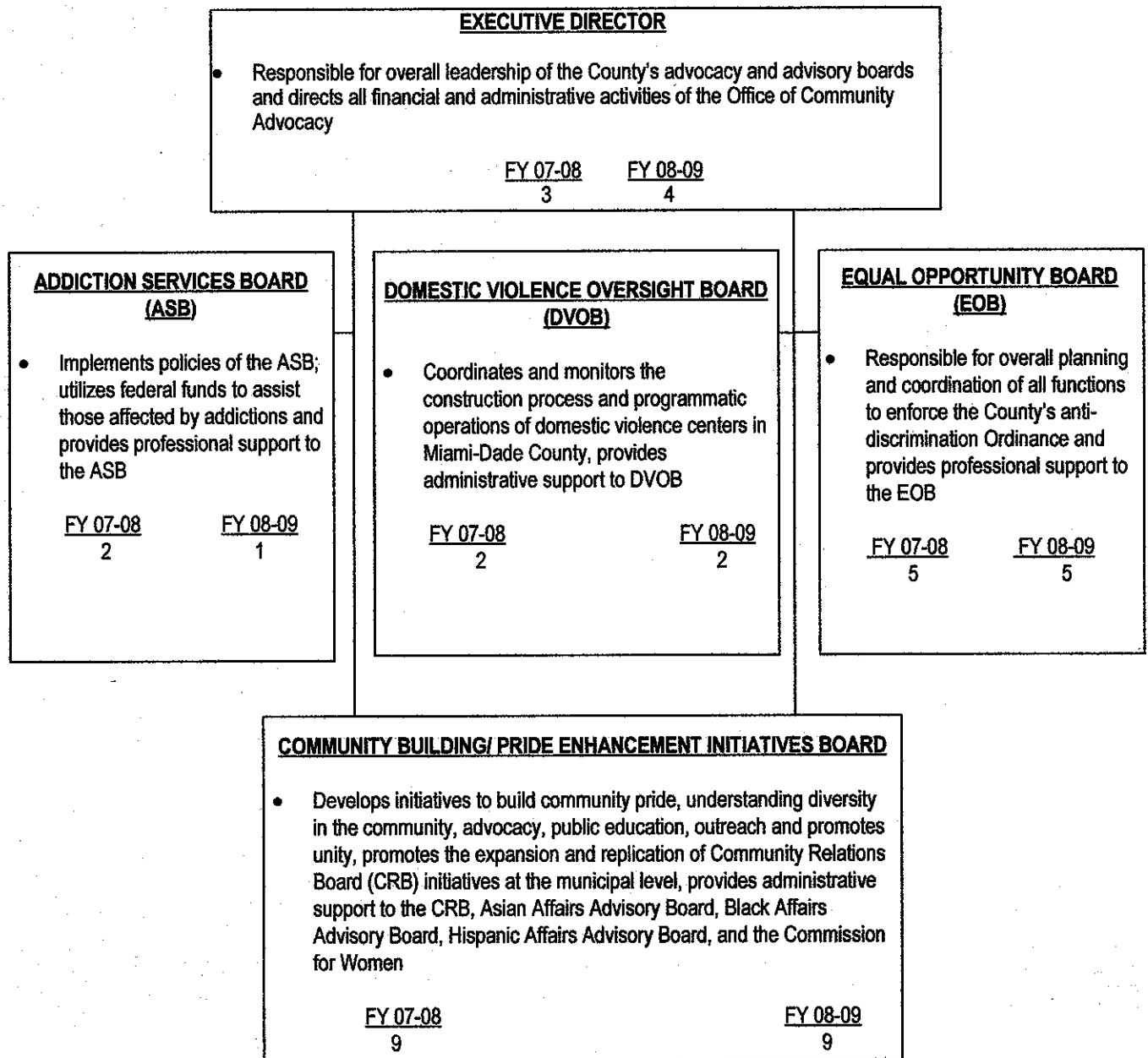
The Addiction Services Board staff administers the Justice Assistance Grant which provides funds to County agencies to address illegal drug use and violent crime, and improve the functioning of the criminal justice system.

A number of current innovative programs and initiatives are handled out of the Office of Community Advocacy:

- Connections Networking Reception – Directory guide of organizations in Miami-Dade community that exist to provide support and assistance to women
- Black World Guide – Directory of community based organizations including social, civic, professional, religious and other similar entities based in the Black World Community
- Village Dialogues - Discussions on practical life issues accompanied by resource materials taken to various geographical sections of the Miami-Dade County community
- Erection of Julia Tuttle Statue –initiative with the City of Miami to honor the life and works of Julia Tuttle, the founder of the City of Miami
- Hispanic Expressions Art Exhibits- vehicle to expose local artists work and provide academic scholarships to high school students
- International Delegations from Asian and Middle East Countries – Dialogues with diplomatic representatives of countries around the world on government, multicultural business centers, the role of various levels of governments in the American democratic process, etc.
- Arabic Translation Assistance to US and International Government and Nongovernmental Agencies
- Pillars Awards- vehicle to recognize innovative, concerned, caring leaders and lay persons who have creatively developed and implemented programs, solutions or simple provided time and energy to serve the community and its needs. Proceeds from this event provide scholarships to high school students
- Intervention events/meetings to determine and reduce community tension levels- Miami-Dade housing crisis; fair treatment in immigration; police shootings; violations of civil liberties/racial profiling; events related to terrorism; fair elections; the role of non-governmental organizations in maintaining civil society and many more topical issues.
- The DVOB also has a contract with the Victims Response, Inc. to operate The Lodge (Domestic Violence Center)
- Profile of the Black Community – This report profiles the Black community and contains information about the socio-economic and educational characteristics of the Black World Community. It is an overview of the demographic shifts that have occurred in Miami-Dade County and the social, economic, housing, employment and migration impact on Miami-Dade County's Black community

**Table of Organization**

**TABLE OF ORGANIZATION**



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**Financial Summary**

**FINANCIAL SUMMARY**

(dollars in thousands)	Actual FY 06-07	Budget FY 07-08	Adopted FY 08-09
<b>Revenue Summary</b>			
General Fund Countywide	1,893	2,354	2,171
Carryover	0	0	108
Food and Beverage Tax	0	1,738	1,819
Other Revenues	0	108	108
Federal Grants	0	674	837
Total Revenues	1,893	4,874	5,043
<b>Operating Expenditures Summary</b>			
Salary	1,404	1,955	1,990
Fringe Benefits	323	499	527
Other Operating	151	2,404	2,518
Capital	15	16	8
Total Operating Expenditures	1,893	4,874	5,043

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 07-08	Adopted FY 08-09	Budget FY 07-08	Adopted FY 08-09
<b>Strategic Area: Health and Human Services</b>				
Addiction Services Board	129	672	2	1
Administration	502	482	3	3
Advocacy Initiatives	512	255	3	2
Community Building/ Pride	265	212	3	2
Enhancement Initiatives				
Contracts and Standards	815	449	3	3
Domestic Violence Oversight	1,599	1,674	0	2
Board				
Equal Opportunity Board	369	345	2	2
Mediation/Conflict Resolution	303	326	2	2
Outreach	149	311	1	2
Public Education Initiatives	231	317	2	2
Total Operating Expenditures	4,874	5,043	21	21

**Capital Budget Summary**

N/A

**Current Business Environment**

The advisory boards of the Office of Community Advocacy are engaged in a variety of activities countywide, aligned with its mission of ensuring fair representation, diversity and mutual understanding. Advisory board members are nominated by a committee and appointed by the Board of County Commissioners. The Office has become the model for other community relations initiatives throughout the County with the cities of Miami, Miami Beach and Homestead adopting usage of similar programs such as the Goodwill Ambassadors Program. Advisory board members are provided administrative support by the OCA staff. Staff coordinates many activities and opportunities for dialogue designed to foster mutual understanding, tolerance, and respect among all groups in our community.

OCA works closely with governmental and non-governmental organizations and law enforcement groups countywide and promotes cooperation among agencies and organizations that help eliminate discord in the community. The CRB has a forty-year history of intervention during conflicts dating back to the early days of the Civil Rights Movement in Miami-Dade County. Key partners in this effort include MDPD and numerous city law enforcement agencies as well as civilian agencies such as the Independent Review Panel; the Department Of Justice Community Relations Service; and the National Council for Community and Justice. The Goodwill Ambassador and Community Response Team programs under the administration of the department have been replicated in other municipalities and have been honored by the Department Of Justice and NACO for their effectiveness. As a result of the expansion with the Equal Opportunity, Domestic Violence Oversight and Addiction Services Boards, the Office also engages with the EEOC, Florida Department of Law Enforcement (FDLE), Florida Immigrant Advocacy Center, Women's Shelter of Hope, Victim Response, Inc., and numerous other public and private agencies to accomplish the objectives of the County's Strategic Plan and mission of each of its boards.

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The Office of Community Advocacy has a variety of customers based upon the context of interaction. With respect to provision of administrative support to the eight the advisory boards, the board members are our customers and we receive feedback in the form of satisfaction surveys. This information is tallied and analyzed to identify how to better meet the needs of the boards. In the capacity of assisting law enforcement with rumor control at incident sites by the Community Response Team, feedback is received from the law enforcement agencies post-incident. This feedback is used to shape procedures for future deployments and for training. The Goodwill Ambassador Program receives its feedback from governmental and nongovernmental entities that sponsor events that are widely attended by the community at large and tourists to a great extent. Feedback from these entities is used to enhance the training provided to Goodwill Ambassador Program volunteers.